Creating relationships with industry - Maximizing the research opportunity:

This one hour seminar by Anna-Kate Shoveller (Animal Biosciences), Gregor Lawson, Industry Liaison Officer and David Hobson, Manager Technology Transfer at the Catalyst Centre aims to guide faculty on how to create new and productive long term relationships with industry partners. Attendees will get an overview of the sponsored research process from first contact to formal agreement approval; some tips and tricks on finding, creating and building a strong alliance with a strategic industry partner; resources available at UofG to help you communicate with industry and set up a collaboration, and how you should manage expectations to maximize the probability of success for both parties once you seal the deal.

This will be very useful for faculty who have not worked with industry in formal research partnerships but it may also help those with experience to better understand our UofG processes which can speed up the creation of industry collaborations.
Creating Relationships with Industry

Maximizing Research Opportunity

Kate Shoveller, Gregor Lawson, and David Hobson

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Relevant industry-academic collaborations

1. Find the right problem
2. Deeply understand the problem and potential solutions
3. Invent and validate methods
Biological benefit demonstrated under the highest research conditions

- Ingredient supply and sustainability
- Cost effective
- Formulation and process
- Intellectual property + freedom to practice
- Consumer acceptance
- Customer relations
- Builds new knowledge
- Passes regulatory constraints

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Communication

Messaging

Science needs to be customized to the audience

It’s more difficult than you think!

Requires judgment, wisdom and creative ability
Key traits of an innovator

*Remember in science, the credit goes to the man who convinces the world, not the man to whom the idea first occurs.*

Francis Darwin, 16 Aug 1848 - 19 Sep 1925, English Botanist

- Strategically and operationally agile
- Perseverance and organizational understanding
- Learning agile
- Emotionally intelligent
- Influence and create rapport
- Drive for success
Developing Opportunities

External Partner

Researcher(s)
Building Relationships

Funding
knowledge
publications
autonomy
longevity
students
IP

Profits
customers
competition
control
speed
reputation
IP

Know the Other Party’s needs

TRUST & COMMUNICATION

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How we can help you

Facilitate external partnerships
• Agreements, negotiation, connections

Leverage funding from partners
• Funding programs, constraints

Protect your intellectual property
• Evaluate, patent, and license
Why Collaborate with Industry?

- Increased Funding Opportunities
- Meaningful opportunities for students
- Increased publications
- Access to important applied research problems
- Access to industry facilities/resources
- Royalty income – if licensable products developed
What does Industry want from Academia?

- Access to experts and special equipment
- Access HQPs – test drive
- Contract out routine work
- Expand their research capability
- Avoid RISK and long paths to market
- First or second place technologies
- Assistance with experimental planning and statistics
- Understanding requirements of peer reviewed publication
- DATA to make decisions and promote products (marketing)
- Fail fast - Fail early - Fail cheaply ... before investing big!
- Leveraging government funds – reduce R/D costs
Tips & Tricks - Building Relationships with Industry

• Long term process (6+ months)

• Manage expectations early/often
  • Who, What, When, How?

• Reputation and time are critical

• Avoid technology push
  – *listen to industry’s needs*
  – *focus on the industry problem*

• Know your partner before committing
  – *common failure*

• Any hidden commitments?
  – *i.e. Media, Endorsements, Presentations*
Building Relationships with Industry

• Understand their Value Proposition

• Listen carefully to their needs

• Define the minimum viable product

• Define the criteria for success

• Know your constraints (Quality, Cost, Schedule)

• Poorly defined plans and requirements cost time and $$$

• Be able to say NO
A Good Research Partner

• Has research interests and needs that align with yours

• Is engaged and invested in the project

• Is willing and able to commit resources into the project (e.g. time, money, personnel...)

• Is available and willing to work collaboratively

• Understands the value of your time and the level of commitment you can provide
The Research Partnership Process

• External Partner could be
  – A company
  – A Not-for-Profit
  – A Government Agency
  – An NGO
  – Any group external to the University that is willing to contribute resources to a project
Discovery Meeting

- The meeting helps determine whether a partnership between the university researcher and external partner will be effective

- Outcomes should include
  - An understanding of the company and their operations
  - An understanding of their research needs
  - Is the company willing to contribute resources?
  - Have they worked with any university before?
  - What are their expectations with regard to budget, time, IP etc?
  - Does your contact have the authority to approve projects?
  - Is the partner eligible for Federal and Provincial funding programs?
Discussion

• Additional discussion will be required to clarify the technical aspects of the project
  – Define clear objectives
  – Set and manage expectations
  – Build level of trust with partners

• Outcomes should include
  – Agreement of the nature of the project and proposed outcomes
  – Understanding of what is required to reach those objectives
  – Specific discussion regarding IP, Publications
  – Specific discussion regarding funding options
Where Can I find Funding?

OVPR Website including Pivot

Research Alerts

The Insider

Funding opportunities from CIHR

CIHR's New Investigator Salary Award program is designed to provide outstanding new investigators — that is, those who have held faculty positions for fewer than 10 years — with the opportunity to develop and demonstrate the excellence and potential of their research. The maximum amount per award is $60,000.

Internal deadline: November 22, 2017. Read more.

The Translational Operating Grant (TOG) competition is being run in parallel with the Foundation Salary - 2014 and Key Pilot competition, to facilitate the transition within CIHR’s open funding schemes. The specific objectives of this funding opportunity include contributing to the creation, dissemination and use of health-related knowledge, and to develop and maintain Canada’s health research capacity by supporting high quality research projects in all areas of health. Registration deadline directly to sponsor: January 6, 2015. Read more.
Industry-Academia Agreements

- Philanthropy
- Grants – Basic Research
- Grants – Industry Chairs
- Student Projects/Labs
- Gov’t-Industry Collaboration
- Industry Sponsored Research
- Industry Clinical Trials
- Fee for Service
- Faculty Consulting

Academic Autonomy vs. Industry Control of IP and Publishing
Know Your Policies

• Commercialization responsibility resides with UofG

• Inventor owned policy for faculty (article 52)
• Conflict of Interest management

Intellectual Property Policy (2014) **New**
• Inventor owned policy for ALL employees of UofG
• Must inform Catalyst Centre (ROI and your decision)
Preparation of Research/Work Plan

• Before preparing an application or formal research plan, do you have
  – A clear indication of what the company needs?
  – An understanding of how you will conduct the work?
  – Agreement as to each parties role in the project
  – Confirmation that the company is able to contribute the required funds / resources?
  – Confirmation they will be available throughout the project (if required)?
  – An understanding of the company’s expectations with regard to IP, Publications, Timelines etc.

• At this stage in the process
  – Discussions related to any supporting contracts and agreements should have been initiated
  – You should know the required budget for the project
  – A decision can be made with regard to how project is to be funded
Critical Success Factors

Clear and common understanding
- Project scope, goals, deliverables and timelines
- Quality, Cost and Schedule

Meet contractual obligations
- Be proactive about changes and surprises
- Don’t miss milestones

Open frequent proactive communication
- Ignore your customer at your peril
- Keep them in the loop
- Be transparent and accountable

Expectations
- Take the time to manage your client
Research Results – Licensing your IP

• Project finished – now what? Is there IP?

• Please, talk to us

• Protect before your publish!

• Complete a Report of Invention
  – Patenable invention
  – Trade secret
  – Software or Copyright
  – Proprietary material - like mAb, primers
Negotiating the right to let others use your IP

IP Rights (patents)

Control

Attribution

Ownership

Economic

Risk
Commercialization

Sources of Funds
- Government Funding
- Angel Investors
- Venture Capital
- IPO / Other
- Banks
- Industry

Industry Support Leveraged with Government Funding

Stages of Commercialization
- Fundamental / Pure Research
- Applied Research
- Technology & Product Development
- Commercial Demonstration and Initial Operations
- Market Entry & Volume Production

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Why Care About Patents?

**Educational Resource**

- 70 Million documents
- Many inventions are only published in patents!

**Access to Research Funding**

- Growth in Intangible Assets
- Corporate Intelligence
- Business Collaborations
- Attract Investment to Solve Big Problems

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29 Reports of invention
27 License/option agreements
8 Patents issued

259 Active agreements

$2.64 MILLION Royalty revenue

2015 - 2016
Food Science & Plant Agriculture
Steve De Brabandere

Plant Germplasm
Stephen Bowley

Technology Transfer Officer
Tyler Zemlak

Industry Liaison
Gregor Lawson

Animal, Biotechnology and Engineering
David Hobson

Patent Administration, MTAs and NDAs
Laurie Gallinger

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Managing your Industry Relationship

• You represent the entire University— as others before you
• Include Catalyst Centre or Research Support in your meetings
• Our reputation is built on your consistent execution to plan
• Do you need an NDA or MTA?
• Talk to the decision makers
• Follow up – follow up – follow up
• Be adaptable to the ever changing world market
• Monitor the marketplace – look outside academia
• Know your competitors (academic and industry)
  • Where are you and UofG in the pecking order of problem solvers
• Focus on customer service
  • Don’t commit unless you can deliver what they want
Types of Research Agreements

Grants in Aid

• Project is researcher driven – often aligned with the researcher’s values/cause
• No IP transferred to sponsor
• No restrictions on dissemination of results – free to publish at any time!
• Proposals or applications can be submitted with little external guidance

Applied Research Grants

• Project is a collaboration between researcher and sponsor
• Sponsor provides resources in exchange for a commercial solution to a problem
• Research is often applied (focused on technology development with some discovery work)
• IP terms may be negotiable
• Researcher retains rights to publish non-confidential information

Service Contracts

• Objectives set by the sponsor
• Research is specific to company interests (e.g. analysis of sponsor’s material)
• Limited discovery, intellectual input, or interpretation of results
• Sponsor likely owns the research results/data/IP
• Hopefully leads to future research opportunities with partner